



# Safety

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Preserve Resources ■ Save Lives

RADM Dick Brooks, USN  
Commander, Naval Safety Center

Briefing Presented to  
Special Operations Command  
25 February 2004



*This Is a Readiness  
Issue!*

# TOO MANY DEAD

We lose a Sailor, Marine, Civilian  
every 43 Hours or 4 per week!



1,101 Sailors and Marines died in FY99-04



*“Quality of Life + Quality of Work =  
Quality of Service”*

FB0440 SOCOM





# COST AND DEATHS

USN/USMC, FY99-04

**Mishap Cost:**  
**\$4.04B**

**Aviation**  
**\$3.39B**

**AFLOAT** \$378M

**PMV** 134M

**SHORE/OPS** 86M

**RECREATION**  
56M

**Sailors & Marines**  
**Dead: 1,101**

**PMV**  
**619**

**SHORE/OPS** 172

**RECREATION** 152

**AVIATION** 139

**AFLOAT** 19

NSC Data: 4 February 200





# DIRECT COST = \$758M/YEAR, 206 PRICELESS LIVES



**\$4.04 billion  
and 1,101  
lives in less  
than 5 years  
is  
unaffordable!**

**If we were a  
business,  
we would be  
out of  
business!**



NSC Data: 4 February 200



# INDIRECT COSTS: FAMILIES, PROPERTIES, FUTURES

**Marines Ground Osprey After Crash Kills Crew of Nineteen  
*Investigation***



**F-18 Bombing in Kuwait  
*Six Fatalities***



**American Sub Collides With Japanese Apologized to Japanese Government**





# WHERE IS MORE ATTENTION NEEDED?

*The Largest Challenge: Aviation - Traffic - Recreational*

COST			DEATHS							
	OVERALL	AVIATION	OVERALL	PMV			RECREATION			
				Air	Afloat	Shore	Air	Afloat	Shore	
FY99-03	\$ 3.8B	\$ 3.2B	1,045	585	96	128	361	141	31	30
FY02	\$732M	\$637M	238	140	30	32	78	32	9	5
FY03	\$987M	\$924M	232	119	17	31	71	32	9	6
FY04	\$226M	\$206M	56	34	4	8	22	11	1	4

NSC Data: 4 February 2005

## INTERVENTION TOOLS

- Investigations
- WESS/MARTRAK
- Surveys
- Media
- Data analysis
- Culture workshops
- Safety awareness campaigns
- Web Sites
- Online culture surveys
- Increased PMV education

## SIX KEY AREAS

1. Leadership Accountability
2. Web-Enabled Navy
3. Education/Training/Culture
4. Analysis
5. Communication/Media
6. Technology

Fleet, USMC  
and NSC  
Focus

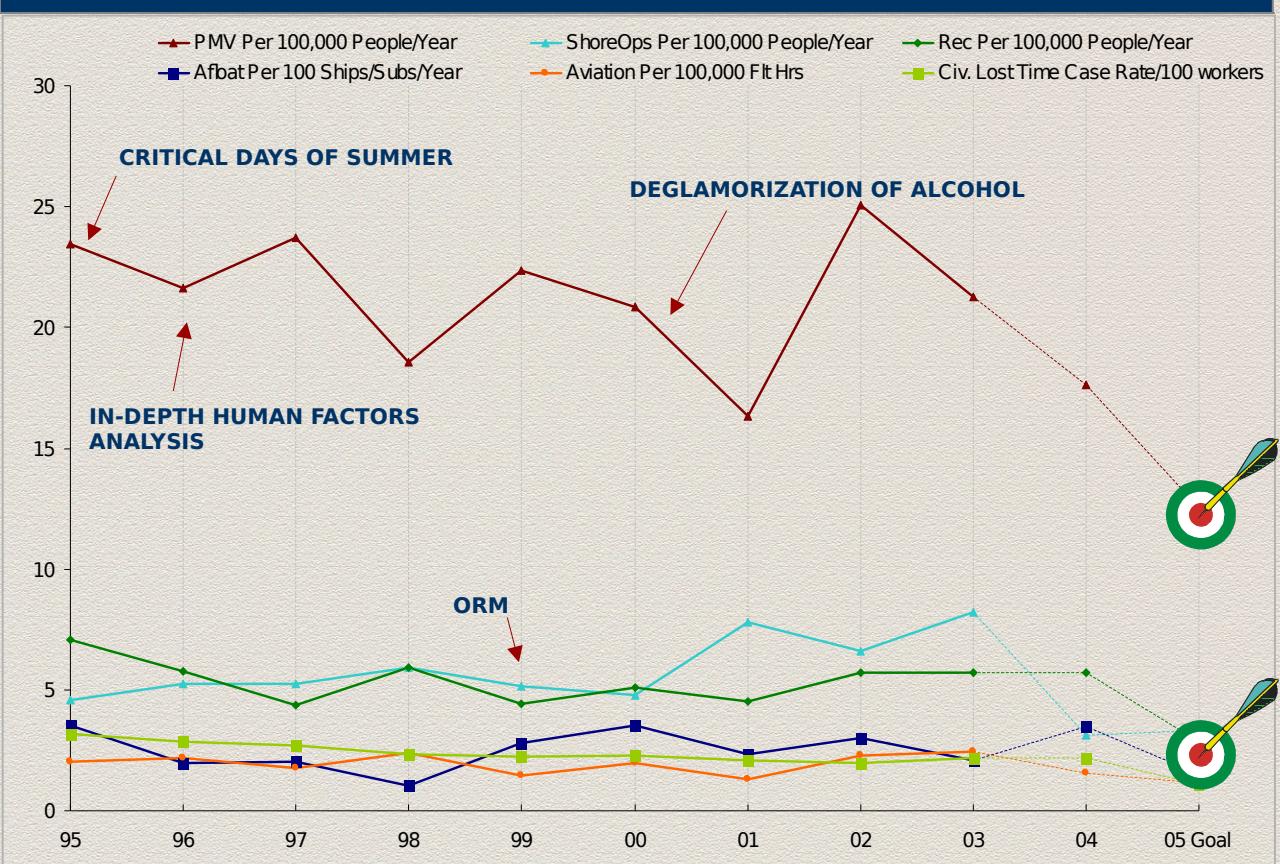
**POTENTIAL ADDITIONAL RETURN ON INVESTMENT:**  
50% reduction will save \$366M and 119 fatalities by end of FY05.  
(FY02 vs. FY05)





# PAST MISHAP TRENDS - FUTURE GOALS

## USN/USMC, FY95-05



NSC Data: 4 February 2004

## USN/USMC FY05 GOALS

PMV Fatality Rate	12.52
Shore/Ops Class-A Mishap Rate	3.31
Recreation Fatality Rate	2.86
Afloat Class-A Mishap Rate	1.49
Aviation Class-A Flight Mishap Rate	1.14
Civilian Lost Time Case Rate	1.10

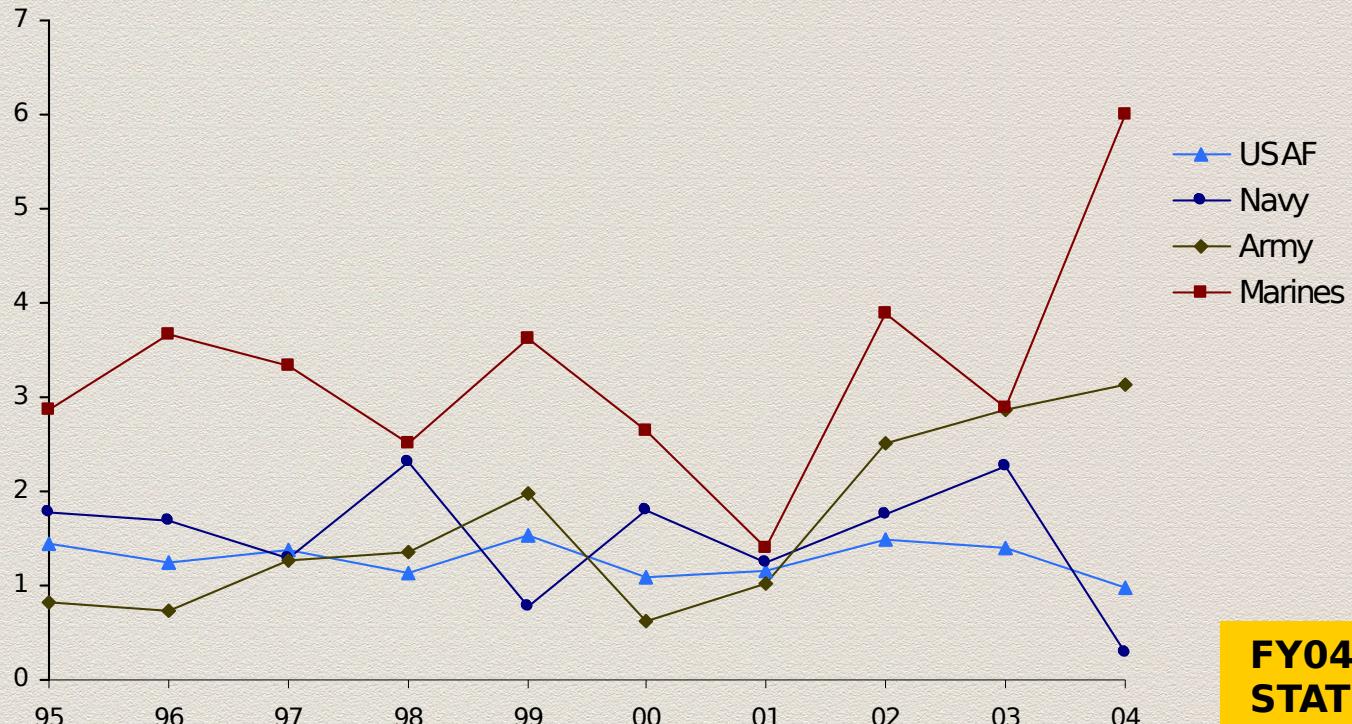




# CLASS A FLIGHT MISHAP RATES

*All Services, FY90-04*

Rate



*Rates reflect flight mishaps per 100,000 flight hours*

**FY04 STATISTICS**  
USMC 5.99  
Army 3.14  
USAF 0.98  
USN 0.29

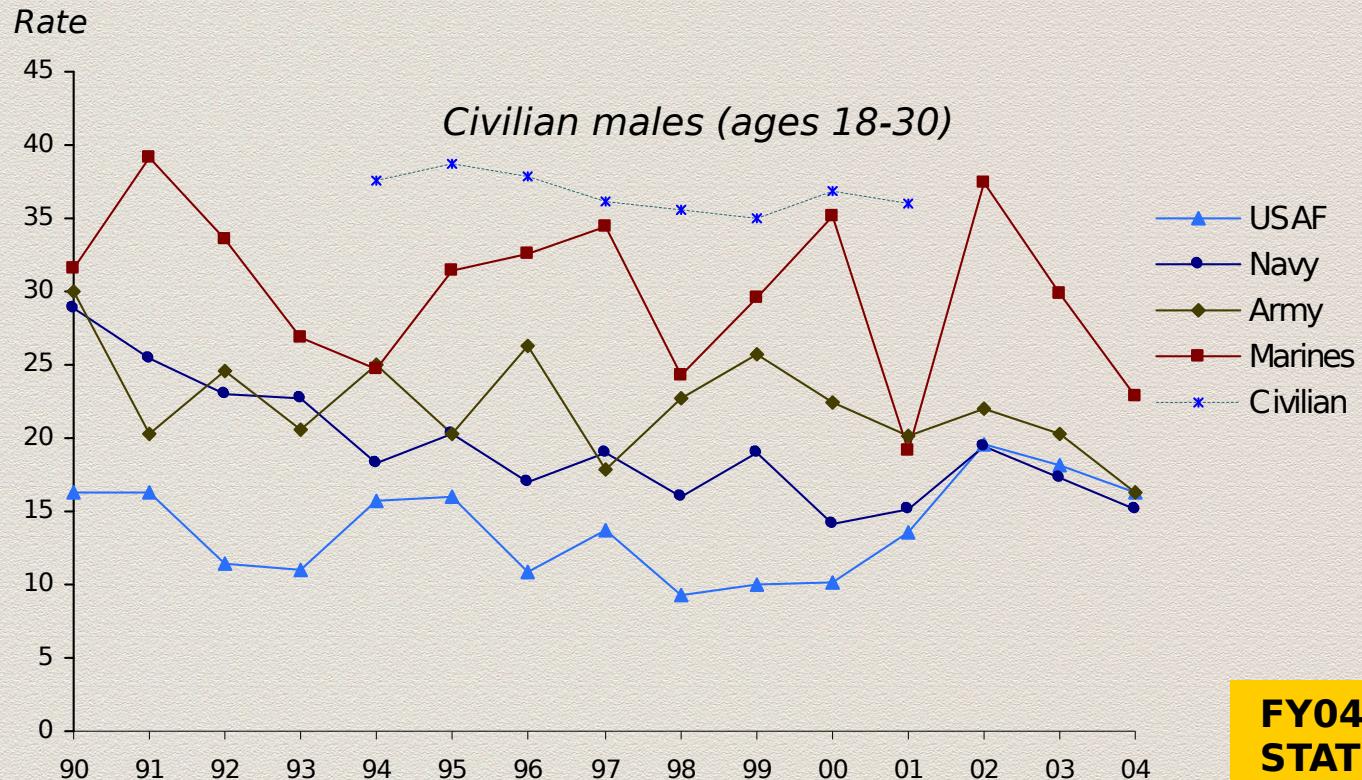
July 2004





# TRAFFIC DEATH RATES

*All Services, FY90-04*



*Rates reflect military fatalities per 100,000 personnel per year.*

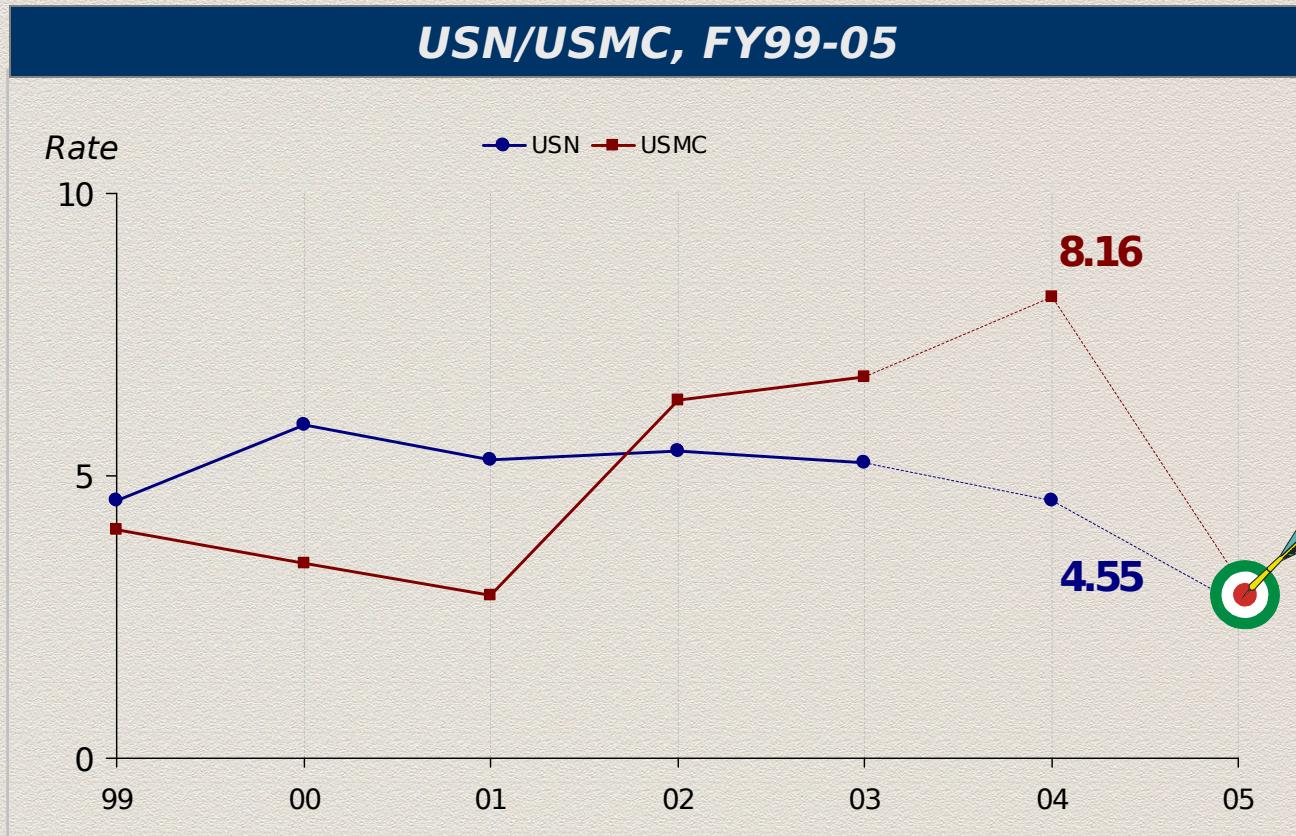
FY04 STATISTICS	
USMC	22.84 (14)
Army	16.26 (28)
USAF	16.24 (21)
USN	15.17 (20)

NSC Data: 4 February 2004





# RECREATION FATALITY RATES



**FY05 GOALS**  
USN      2.72  
USMC    3.16

NSC Data: 4 February 2005

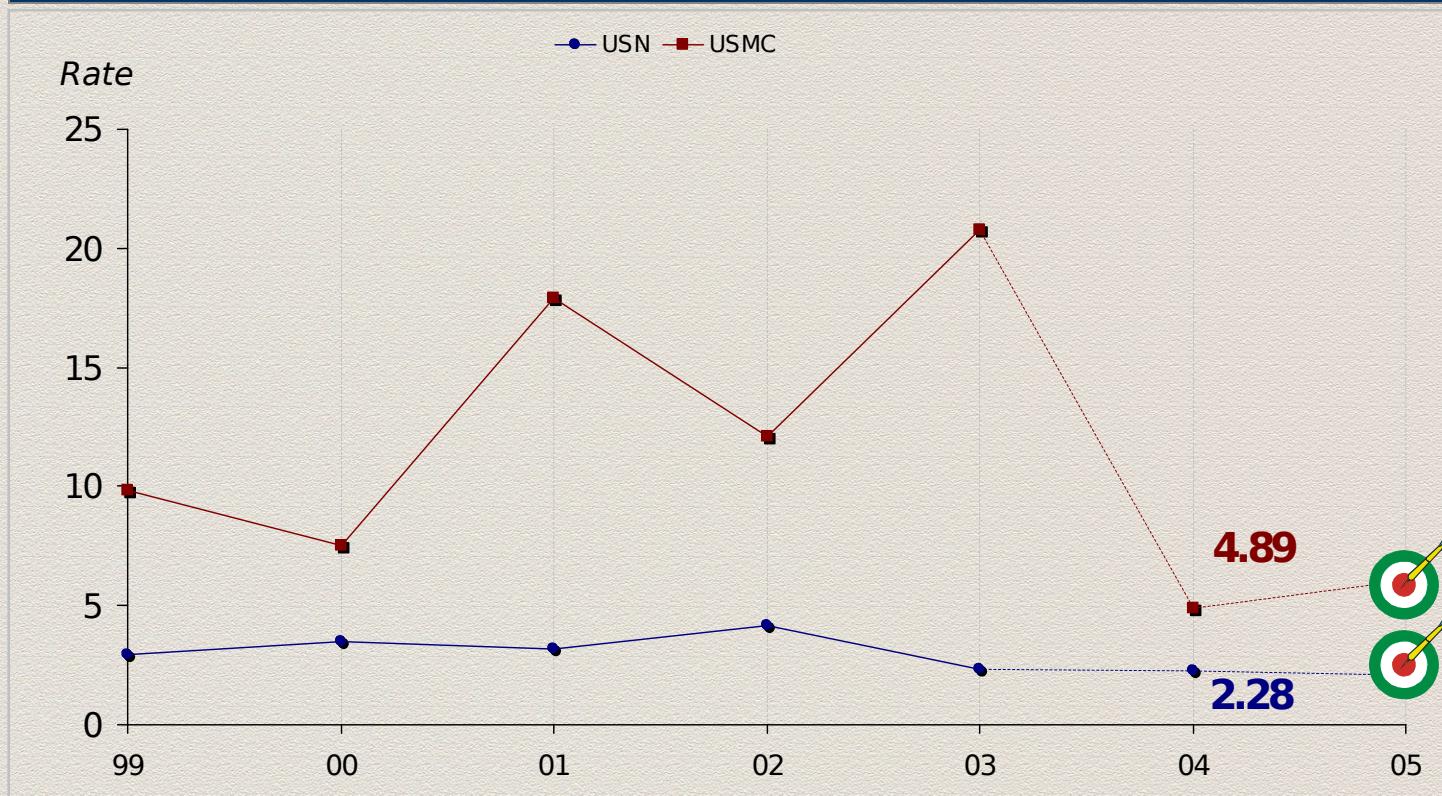
*Rates of military fatalities per 100,000 personnel per year*





# CLASS A OPERATIONAL ASHORE MISHAP RATES

**USN/USMC, FY99-05**



**FY05 GOALS**  
USN      2.08  
USMC    6.04

NSC Data: 4 February

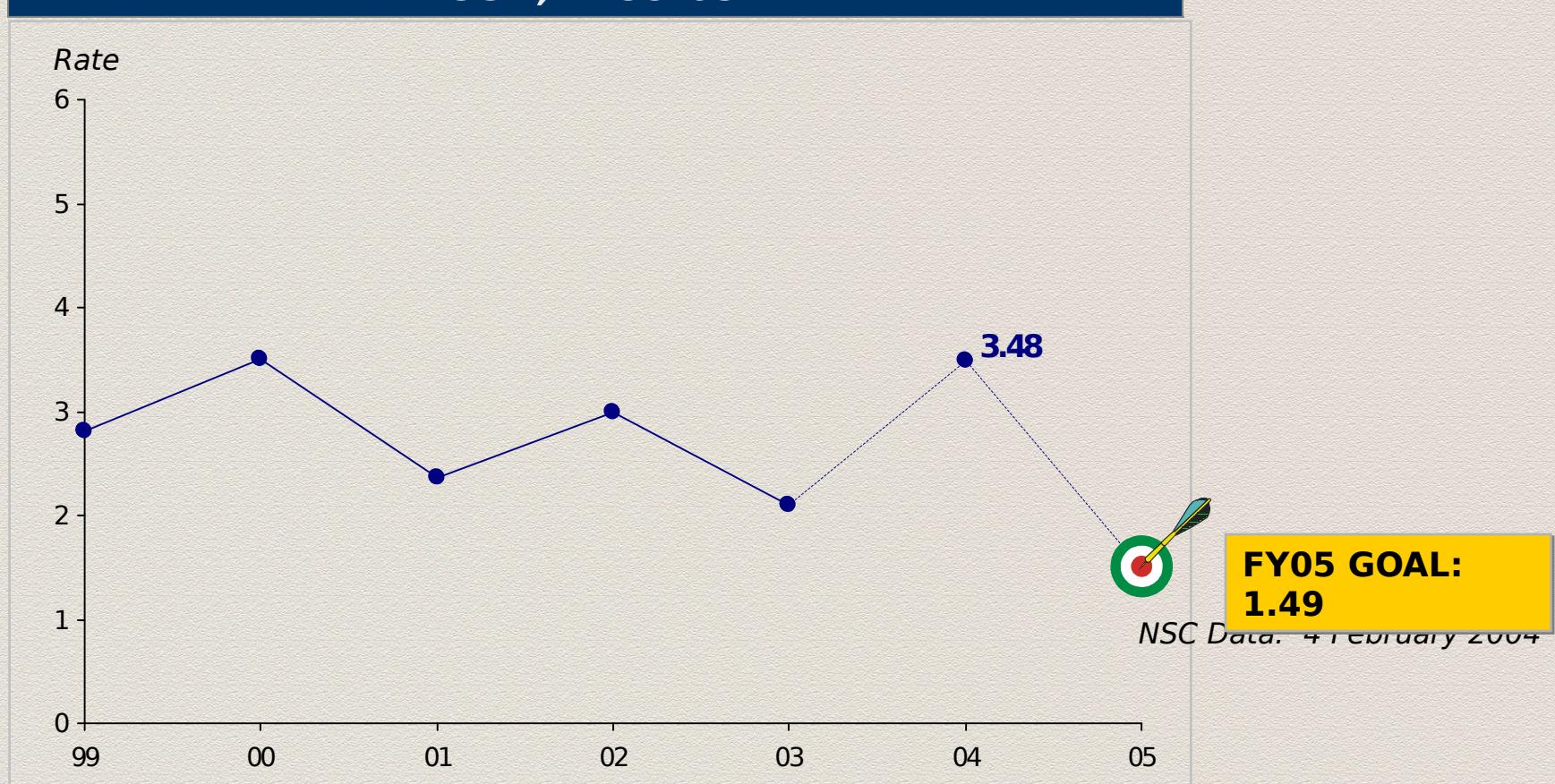
*Rates reflect mishaps per 100,000 personnel per year*





# NAVY AFLOAT CLASS A MISHAP RATES

**USN, FY99-05**



*Rates reflect mishaps per 100 ships per year*





# SENSE OF URGENCY

***FY03 Navy aviation increase was in both Human Errors and Material***

## 10-year trends

- No substantial Navy and Marine Corps aviation class A FM rate trends
- No substantial class A Navy ashore rate trend ; increase in FY01-03 for Marine Corps
- No substantial class A afloat mishap rate trend

## Mishaps cost the Navy \$2.4B and 539 lives between FY99-03

- Aviation mishaps lead the \$\$ cost.
- Motor vehicle accidents lead fatalities.
- Mishaps cost the Marine Corps \$1.4B and 506 lives between FY99-03.

## We are better at tracking statistics than attacking root causes





# SECRETARY RUMSFELD'S CHALLENGE



THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

May 19, 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, FORCE TRANSFORMATION  
DIRECTOR, NET ASSESSMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Reducing Preventable Accidents

World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years. These goals are achievable, and will directly increase our operational readiness. We owe no less to the men and women who defend our Nation.

I have asked the Under Secretary of Defense for Personnel and Readiness to lead a department-wide effort to focus our accident reduction effort. I intend to be updated on our progress routinely. The USD(P&R) will provide detailed instructions in separate correspondence.



U06916-03

*"World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years."*

Memorandum from Secretary of Defense, 19  
May 2003



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# COMMANDER'S ASSESSMENT

- Programs have produced results, BUT Status Quo will not get the job done.
  - *Constant emphasis and “deck-plate/boots-in-mud” leadership.*
  - *Can’t “Buy our way there,” but funding is part of the solution.*
- Leadership, Technology, and Resources all required - Leadership/Involvement at all levels = CRITICAL!
  - *“Supervised” vs. “Self-Supervised”*
  - *Steady state program – not just “post mishap” increased emphasis*
  - *Human error – 85% of all mishaps!*
- Safety training exists today – Who owns it? Who drives it?
  - *Is it embedded in Sailor and Marine’s career?*
- NSC alone won’t make it all happen – Fleet, USMC & NSC partnership
- Need better business practices and alignment - streamline processes - garner efficiencies - Put funds in the right areas.
  - *More effectively deliver safety msg.*
- Need balanced acquisition approach for platforms and COTS/emergent technologies to reduce mishaps.
- Challenge - Cultural change takes time. Leadership and training key.



# COMMANDER'S INTENT

- Focus on metrics based programs/investments.
- Priorities:
  - Fund programs/technologies that get results - Safety Surveys, Media, MFOQA, ORM, etc.
    - Flexibility required for new programs
  - NSC database to Web Enabled Safety System (WESS)
  - Examine/Implement better business practices and alignment initiatives
  - Media campaign - NSC, CHINFO, Marine Corps Marketing Campaign
  - DSOC process - "10" Task Forces Formed
  - "Skunk Works" concepts/proposals
- Fully engage CoC at every level - reach every Sailor, Marine, civilian.
  - NSC and USMC(SD) drive Navy & Marine Corps Safety Council - Get buy-in and gain consensus!
    - Look for new ideas
  - Safety practices = "7x24 mindset."
- Work with Fleet, USMC, NETC, TYCOMS, etc.
  - Develop "Cradle to grave" training for the future - True Cultural Driver!
- Closer relationship with other services. JSSC to pursue "Joint Safety" initiatives and programs. Eliminate duplication.
  - US ARMY Safety Management Information System POV Module
- Existing safety-related instructions - Consistent, Adequate, Relevant.
  - Consolidate/eliminate as necessary - Clarify and align safety "message."





# METHODOLOGY - A BOTTOM-UP REVIEW

Achieve a 50% mishap reduction through:

- Fully engaged chain of command to activity level
  - *Commands set goals and provide reduction plan up chain to lead TYCOMs*
  - *Periodic reporting of goal status*
  - *Formulate reduction campaigns with lead TYCOMs*
  - *Navy-Marine Corps Safety Council*
- Pursue technology that makes a difference.
- Utilize CHINFO and Fleet PAOs for marketing assistance.

HOW DOES NSC USE ITS CORE FUNCTIONS/ACTIVITIES TO ACHIEVE THE GOAL





# NAVY-MARINE CORPS SAFETY COUNCIL

## COMPOSITION:

- Afloat Safety
- Aviation Safety
- Shore Safety
- Ground Tactical Safety

## RESPONSIBILITIES:

- Develop Charter
- Execute POA&M
- Unify Vision
- Publish Strategic Plan

## WORK IN PROGRESS

2003	2004			2005
16 DEC	JAN	9 MAR	DATE TBD	DEC
Working Group Meeting	Committee Meetings	Safety Council Flag Officers Meeting	CNO/CMC/DASN(S)	50% Reduction Deadline
<ul style="list-style-type: none"><li>• Action items</li><li>• Takeaways</li></ul>		<ul style="list-style-type: none"><li>• Summary of Council Meetings and Actions</li><li>• NSC/SD report to CNO/CMC/DASN(S) as appropriate</li></ul>	<ul style="list-style-type: none"><li>• Decisions/Commitment</li><li>• Products/Decisions/Funding</li><li>• Strategic Plan</li></ul>	

**ACTION ITEMS**      **BRIEF FLAGS**      **BRIEF CNO/CMC/DASN(S)**      **DECISIONS**





# FOCUS ON CORE STRENGTHS

## *Fleet and Naval Safety Center*

### **Leadership**

*Responsibility  
and Accountability*

### **Web-Enabled Navy**

*Online Mishap  
Reporting*

### **Education/Training/Culture**

*Promote Safety Culture*

### **Communication**

*Target High-Risk  
Population*

### **Analysis**

*Analysis of Data to  
Target Prevention*

### **Technology**

*Clearinghouse for  
Safety Technology*



# NEAR-TERM GOALS

***6 Months***

- Develop performance metrics for mishap reduction.
- Charter a Navy-Marine Corps Safety Council.
- Develop Naval Safety Strategic Plan.
- Promote safety culture and surveys.
- Promote aviation technologies.
- Promote ORM.
- Reduce lost work time.





# MID-TERM GOALS

## *12 Months*

- **Develop performance metrics for mishap reduction.**
- **Promote web-enabled safety data.**
- **Promote traffic safety.**
- **Add “safety” to performance EVALS and FITREPS.**
- **Develop Naval Safety Strategic Plan.**
- **Promote recreation/off-duty safety.**
- **Promote aviation technologies**
- **Reduce lost work time.**
- **Hold Navy-wide safety stand down.**





# LONG-TERM GOALS

***24 Months***

- Promote web-enabled safety data.
- Reduce lost work time.
- Promote aviation technology.

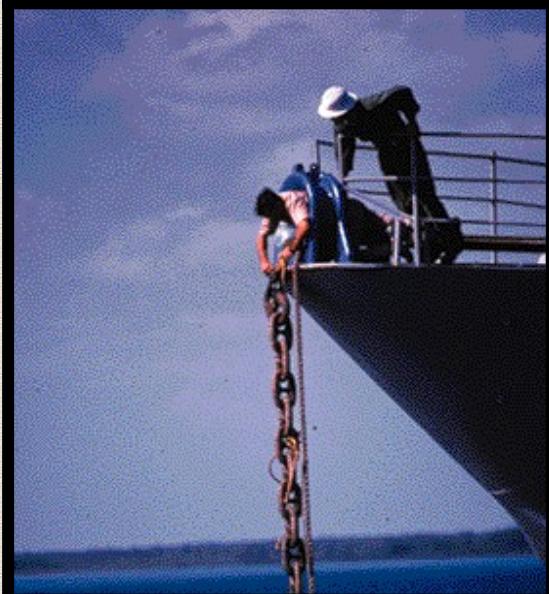




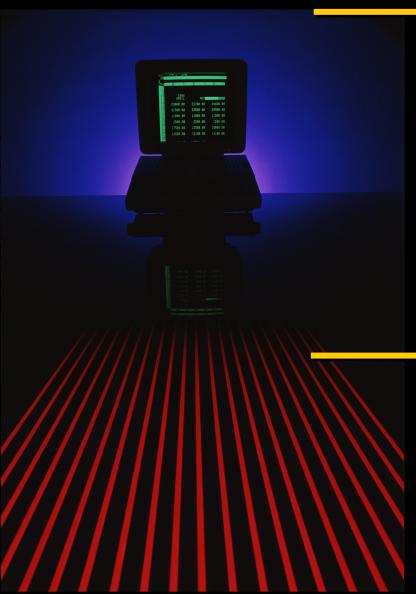
# CHALLENGES



→ **HUMAN ERROR**



→ **CULTURAL CHANGE**



→ **WESS**



# IS IT DOABLE?



# PERSPECTIVE

"IN 1968, WE LOST 99 AMERICAN  
SAILORS IN USS SCORPION,  
WHICH WE THINK OF AS  
A NATIONAL DISASTER;  
WHILE WE LOST  
103 SAILORS AND MARINES  
IN PMV ACCIDENTS IN 1998,  
AND CALL IT OUR 'BEST YEAR'!"

ROBERT B. PIRIE  
ACTING SECRETARY OF THE NAVY  
20 JANUARY - 24 MAY 2001

WHY DO WE ACCEPT ACCIDENTS?

There are no memorials  
to honor service members  
who died in car accidents.





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# Questions?